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Comprehensive review of the whole question of peacekeeping operations in all their aspects

Implementation of the recommendations of the Special Committee on Peacekeeping Operations

Report of the Secretary-General*

Addendum

Summary

Pursuant to paragraph 10 of the report of the Special Committee on Peacekeeping Operations and its Working Group on the 2006 resumed session (A/60/19/Add.1), the matrix contained in the present report provides an overview of the status of all the recommendations contained in the report of the Special Committee and its Working Group 2006 at the 2006 substantive session (A/60/19).[a] The matrix is supplemental to the report of the Secretary-General (A/61/668). A short summary of each recommendation is given, as well as a reference to the relevant paragraph in A/60/19.

[a] The report will appear in final form in *Official Records of the General Assembly, Sixtieth Session, Supplement No. 19* (A/60/19/Rev.1).

* The late submission of the report is due to the need for longer consultations than anticipated on the draft text.

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	Paragraph in A/60/19[1]
I. Safety and security	
1. Publish policy on cooperation and coordination between the Department of Peacekeeping Operations and the Department of Safety and Security. Secretariat to adopt accountability framework (a) The Secretariat has developed a clear and concise policy on cooperation and coordination between the two Departments, which entered into force in October 2006. Both Departments provided a briefing to the Special Committee and circulated the policy to Member States on 6 October 2006. (b) The accountability framework for the United Nations security management system has been approved by the High-Level Committee on Management and is now being implemented by missions.	47
2. Clear guidelines and procedures for information-sharing between the Secretariat and troop-contributing countries regarding safety and security issues and security management in peacekeeping operations The Police and Military Divisions continue to convene meetings with troop- and police-contributing countries on a regular basis to ensure that information on security and safety issues is shared and addressed accordingly.	48
3. In the event of any incident in a field mission that affects operational effectiveness and/or results in the serious injury or death of United Nations peacekeeping personnel, initiate constant communication with concerned Member States from the very outset and maintain it through to the conclusion of the investigation of the incident. Findings of a Board of Inquiry on serious injury or death, as well as lessons learned from such incidents, should be shared The Military and Police Divisions liaise with troop- and police-contributing countries to ensure that information is shared at the earliest possible time, and that reports of Boards of Inquiry and their recommendations are transmitted to the concerned States in a timely manner, following consultation with the Office of Legal Affairs. Board of Inquiry reports routinely recommend measures that mission managers can take to avoid the recurrence of serious incidents. To ensure appropriate follow-up of recommendations of Board reports, the Department of Peacekeeping Operations will be seeking resources from the Fifth Committee for a capacity to monitor the implementation of Board recommendations and make appropriate amendments to policy, guidance and procedures and to keep Member States informed at all stages of the process.	49

[1] To appear in formal form in *Official Records of the General Assembly, Sixtieth Session, Supplement No. 19* (A/60/19/Rev.1).

		Paragraph in A/60/19[1]
4.	**Provide a policy paper on the structure, functions and role of the joint mission analysis centres**	54
	Common guidelines and training for joint operations centres and joint mission analysis centres across all missions	98
	A policy directive for missions on the establishment of joint mission analysis centres (JMACs) and joint operations centres (JOCs) was approved by senior management and sent to missions in July 2006. To derive best practices and lessons learned from JMACs in the field with a view to developing guidelines and training content for the implementation of the policy directive, in December 2006 the Department of Peacekeeping Operations conducted a workshop with the chiefs of JMACs of the seven missions that have such centres. Draft guidelines will be promulgated to the field in 2007. The Special Committee was informally briefed on JOCs and JMACs on 9 November 2006.	
5.	**Provide field missions with improved capacity use of information technology to ensure the dissemination of information to commanders and managers in field missions, as underscored in the Office of Internal Oversight Services report A/60/596**	55
	A four-year information management strategy for the Department of Peacekeeping Operations was adopted on 24 July 2006. It outlines goals, underlying principles, and concrete plans for expanded information technology capacities to serve field missions. A phased implementation process has commenced, coordinated by the Chief Information Officer of the Department. The first stage of a formal review began in November 2006 and will continue until the end of March 2007.	
6.	**Provide a comprehensive assessment on how technical monitoring and surveillance means can be used by the United Nations to ensure the safety and security of peacekeeping personnel**	56
	An academic consultant was engaged in September 2006 to undertake a study on this issue, reporting to the Military Planning Service of the Department of Peacekeeping Operations. A written report will be presented to the Special Committee in early 2007.	
7.	**Undertake a comprehensive analysis of the factors and circumstances that have contributed to all types of fatalities of United Nations peacekeeping personnel in the field. Report on findings to the Special Committee at its next session, as well as on the suggested mechanism to address this issue**	58
	In early 2006, the Department of Peacekeeping Operations issued new standard operating procedures on notification of casualties in peace operations. As a next step, an inter-disciplinary working group of the Department will meet in the first quarter of 2007 to review the issue of data analysis on casualties and make recommendations in this regard.	

		Paragraph in A/60/19
II.	**Conduct and discipline**	
8.	**Ensure that steps are taken to restore the image and credibility of any United Nations peacekeeping mission, troop-contributing country or peacekeeper when allegations of misconduct are ultimately found to be legally unproven** The Office of Internal Oversight Services provides reports to the Department of Peacekeeping Operations on the outcome of all investigations, including when peacekeeping personnel of the Department are cleared of allegations of misconduct as the result of an investigation. The Department provides feedback on the results to the peacekeeping mission concerned. Member States are routinely informed by note verbale of the results of all investigations of misconduct in which allegations are not substantiated. In addition, the Department has developed standard operating procedures on public information activities relating to sexual exploitation and abuse for field missions, and shared them with all missions on 8 June 2006. They contain specific guidance on how to brief on allegations of misconduct, in particular sexual exploitation and abuse, and the outcome of any related investigations.	63
9.	**Pursue efforts to revise ST/AI/1999/7 to incorporate the standards of ST/SGB/2003/13, thereby making such standards binding on United Nations consultants and individual contractors. The same standards of conduct must be applied to all categories of United Nations peacekeeping personnel** Since the adoption of General Assembly resolution 59/300 in 2005, the standards of ST/SGB/2003/13 are now binding on United Nations consultants and individual contractors through the new administrative instruction that entered into force on 1 April 2006 (ST/AI/1999/7/Amend.1) as reported in A/60/862, paragraph 14. The implementation of that General Assembly resolution with regard to military contingent personnel will be addressed through revisions to the draft model memorandum of understanding that was proposed by the Secretary-General in A/61/494.	65
10.	**The Working Group on Managerial Accountability of the Executive Committee on Peace and Security (ECPS) and the Executive Committee on Humanitarian Affairs (ECHA) should make better use of the work undertaken by Member States on leadership accountability to prevent sexual exploitation and abuse** Informal consultation with Member States on best practices relating to leadership accountability to prevent sexual exploitation and abuse is ongoing. The results of the consultation exercise will be taken into consideration in the work of the ECHA/ECPS Task Force on Protection from Sexual Exploitation and Abuse.	67
11.	**Take steps to improve living conditions and welfare and recreation facilities for all categories of personnel** The Department of Peacekeeping Operations has developed standard operating procedures on welfare and recreation provision to be implemented in all missions within existing resources. They will be promulgated in the first quarter of 2007.	68
12.	**Carry out a comprehensive review of the welfare and recreation needs of all categories of United Nations peacekeeping personnel, and make proposals on this issue to the General Assembly on an urgent basis**	69

	Paragraph in A/60/19[1]
There is currently no specialist expertise on welfare and recreation provision in the Department of Peacekeeping Operations to carry out a comprehensive review in this area. Extrabudgetary funds are therefore being sought to hire an expert in this field.	
13. Use the database within the Secretariat designed to track allegations of sexual exploitation and abuse and the follow-up given to those allegations in such a way as to ensure that persons against whom an allegation of misconduct has been proved are not rehired The structure and content of the comprehensive misconduct tracking database was completed in August 2006. A pilot version of the comprehensive database will be functional by early 2007, and the final version will be launched in the second quarter of 2007. A standard operating procedure on the handling of misconduct has been produced by the Headquarters Conduct and Discipline Team for release to missions in the first quarter of 2007. The standard operating procedure includes provisions to ensure that misconduct data informs the staffing decisions of the Personnel Management and Support Service and the Military and Police Divisions. The standard operating procedure will prohibit the recruitment or selection for employment or deployment of persons who have been found guilty of serious misconduct, and prescribe that the recruitment or selection of persons under investigation must be suspended until the matter has been cleared to the satisfaction of the Department of Peacekeeping Operations. This procedure will also be followed in cases of reassignment of staff between missions or movement to a higher level.	70
14. The Secretary-General is to make available to Member States a victim assistance strategy, a proposal on national investigations officers, including the administrative aspects, and a revised draft model memorandum of understanding The Secretary-General issued a draft policy and strategy on victim assistance on 5 June 2006 (see A/60/877). A revised draft model memorandum of understanding was issued as a document of the General Assembly (see A/61/494). It contains, inter alia, a proposal on national investigations officers and takes account of views expressed by Member States in 2005 and 2006.	74 and A/60/640/Add.1, para. 6
15. The Group of Legal Experts examining issues related to impunity of United Nations staff and experts on mission to report to the Special Committee before the end of the sixtieth session of the General Assembly. The report should be presented to the Chairman of the Fourth Committee for transmission to the Sixth Committee **Urgently proceed with the appointment of a further Group of Legal Experts to take up the remaining elements identified by the Special Committee in paragraphs 40 (b) and (c) of A/59/19/Rev.1, part two** (a) On 13 October 2006 the Secretary-General transmitted the report of the Group of Legal Experts, which provided advice on how to strengthen the accountability of United Nations staff and experts on mission who commit crimes while serving in United Nations peacekeeping operations (see A/60/980). The Chair of the Special Committee transmitted the report to the Chair of the Fourth Committee on 25 August 2006, who then presented it to the President of the General Assembly on 28 August, who submitted it to the Sixth Committee on 5 September 2006. The Sixth Committee considered the report in November 2006 and decided to take it up in an ad hoc committee in the second quarter of 2007, in particular its legal aspects.	79

	Paragraph in A/60/19[1]
(b) The Group of Legal Experts providing advice on the recommendations in paragraphs 40 (b) and (c) of A/59/19/Rev.1, part two, completed its work at the end of October 2006. Its report was officially submitted for editing and translation in December 2006 for release in early 2007. The Group of Legal Experts informally briefed the membership of the Special Committee on its work on 17 October 2006.	
III. Agenda for reform	
16. To advance the reform agenda, engage Member States through interactive dialogue and briefings commencing in the second half of 2006, and provide a report of the Secretary-General The preparatory work to develop concrete proposals for taking forward "Peace operations 2010" has been largely completed. Member States have provided input and support for the development of identified priority areas, in particular on doctrine and approaches to partnerships. The Special Committee was briefed on progress in the area of doctrine in November 2006. Member States' views have also been sought on personnel and financial reforms through the proposals outlined in "Investing in the United Nations: for a stronger Organization worldwide" (A/60/692 and Corr.1), in particular, the proposal of the Department of Peacekeeping Operations to create a cadre of 2,500 civilian peacekeepers. The Department is still developing its proposals for strengthening management and organizational structures and processes with support from Office of Internal Oversight Services management consultants and is awaiting the outcome of that Office's management audit of the Department. An informal briefing to the Special Committee will be held in January 2007, at which a consolidated update on reform proposals will be provided to Member States.	81
IV. Strengthening operational capacity	
17. The Secretariat to continue to provide the Special Committee with information on how to address the issues regarding enabling and niche capabilities, rapid reaction in situations of crisis, and strategic lift The provision of strategic lift capabilities to move troops and contingent-owned equipment to and from mission areas has rarely been the limiting factor in speed of deployment. Peacekeeping operations have been able to provide strategic lift through letters of assistance from Member States or through the commercial market. Both options work well. Delays in deployment usually stem from the fact that the troops to be deployed are not ready for immediate dispatch. The provision of strategic lift through the United Nations Standby Arrangements System (UNSAS), however, remains problematic, as troop-contributing countries have not been able to provide the necessary resources. Strategic lift capabilities through UNSAS are being addressed as a part of the overall review of UNSAS. Rapid reaction in situations of crisis is being addressed through work being conducted on enhanced rapidly deployable capacities (see recommendation 19 below).	85

	Paragraph in A/60/19[1]
18. Facilitate enabling arrangements, including through other Member States and bilateral arrangements, to overcome contingent-owned equipment and sustainability shortfalls faced by some troop-contributing countries In every case where practicable, the Force Generation Service, Finance Management and Support Service, Logistics Operations Section and others, as required, seek an equitable solution to enable bilateral agreements. Examples of the provision of such facilitation include the United Nations Operation in Côte d'Ivoire (UNOCI), where France and Belgium provided major equipment and elements of self-sustainment to other troop-contributing countries. In 2006, in the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC), Belgium provided major equipment and self-sustainment for a Benin battalion. Such bilateral cooperation can be reflected in the model memorandums of understanding, as was done in the cases of UNOCI and MONUC, with reimbursement to the Member State providing the support. In the United Nations Mission in the Sudan (UNMIS), the United States of America donated most of the major equipment and self-sustainment for a Rwandan battalion, without the involvement of the United Nations. The use of strategic deployment stocks through Brindisi is a further option. Troop-contributing countries with shortfalls are encouraged to make these deficiencies known to the Department of Peacekeeping Operations as early as possible so that solutions can be found in a timely manner.	86
A. Rapid deployment	
19. Continue to explore the different options for enhanced rapidly deployable capacities, in consultation with Member States, and report back to the Special Committee The Department of Peacekeeping Operations has continued to explore the three options for enhanced rapidly deployable capacities: provision through regional organizations, troop-contributing countries/UNSAS, and inter-mission cooperation. The deployment of the European Union Force (EUFOR) to the Democratic Republic of the Congo, while not an example of enhanced rapidly deployable capacities, will reveal lessons that can be applied to the concept of such capacities. Enhanced rapidly deployable capacities through inter-mission cooperation has been used successfully in West Africa. Work on UNSAS is covered under recommendation 21 below. The Special Committee was briefed in September 2006 on work under way to further develop enhanced rapidly deployable capacities.	87
20. Produce a generic reinforcement policy for field missions. Conduct a reinforcement needs assessment for each mission and revise it periodically (a) Once work on enhanced rapidly deployable capacities and UNSAS is complete and approved, the Department of Peacekeeping Operations will combine the work with past experience and lessons learned to produce a generic reinforcement policy for field missions. (b) The Department of Peacekeeping Operations has conducted a pilot project, selecting a group of missions with a potentially high requirement for enhanced rapidly deployable capacities and directing those missions to conduct a reinforcement needs assessment. The responses have been assembled in a table assessing enhanced rapidly	88

		Paragraph in A/60/19[1]
	deployable capacity requirements. The assessment of requirements could form the basis of a regular review by the Department. A regular review of the needs for reinforcement and for risk assessment, however, requires strengthening the capacities of the Military Division.	
21.	**Conduct a review of the effectiveness of UNSAS** A review of UNSAS has been completed by the Military Division's Standby Arrangements Team. Its recommendations are currently under review by senior management. Upon approval by the Under-Secretary-General, and after a dialogue with troop-contributing countries, the report will become policy.	89
B.	**Integrated planning**	
22.	**Within the integrated mission planning process, formalize the practice of sharing the concept of operations and operational plan at an early stage of mission planning with troop-contributing countries** **Develop an integrated mission planning process training course and handbook and make them available to relevant stakeholders** (a) The approved integrated missions planning process policy emphasizes the need for the early involvement of all parties at all phases. The process was followed in the early planning stages of the strengthening of the African Union Mission in the Sudan (AMIS) by the United Nations in Darfur, and modalities will be further developed within the Department of Peacekeeping Operations to enable wider application. (b) A first draft training package to support the revised integrated mission planning process has been developed in conjunction with the Senior Mission Leaders Course. It will be further developed for subsequent courses and expanded for more general application both at Headquarters and in the field, and supported by training guidelines. The framework for a training course is complete. The finalized, fully fledged training package is intended to be completed in early 2007 and will be shared with Member States.	92
23.	**Keep Member States apprised of progress in the ongoing development of the integrated mission planning process through periodic briefings** Briefings have been provided to individual Member States on request and to the full membership of the Special Committee on 28 November 2006.	93
C.	**Strengthening United Nations mission headquarters**	
24.	**Early selection of force commanders, police commissioners and key mission headquarters staff, and joint training before mission headquarters are deployed** **Key mission staff should be provided with the necessary induction and orientation training and the appropriate integrated planning tools** (a) The Department of Peacekeeping Operations has taken steps to select senior military and police personnel and other key mission staff as early as possible. The Department provides briefings to them prior to their deployment to field missions and	96

		Paragraph in A/60/19[1]
	offers a Senior Mission Leaders Course for those serving in field missions to enhance their knowledge and share lessons learned across peacekeeping operations. However, early selection and recruitment remains a challenge. Five-day handover periods were possible in only 2 out of 8 cases after the departure of a force commander, and in 3 out of 13 cases after the departure of a police commissioner. The Police Division continues to face a particular challenge in finding qualified personnel, and in deploying rapidly, which is partly due to the fact that most candidates are on duty when they apply and have to abide by the periods for notification predetermined by their Governments. (b) A pilot training package on the integrated mission planning process was introduced during the Senior Mission Leaders Course in August 2006, and will be further developed for subsequent courses. The revised integrated mission planning process will be included in induction training once the full training package has been developed (see para. 22 (b) under recommendation 22 above).	
D.	**United Nations police capacities**	
25.	**Undertake a comprehensive review of all aspects of the standing police capacity at the end of its first year of operation and report to the Special Committee at the sixty-second session of the General Assembly** The Department of Peacekeeping Operations is completing the recruitment process for the standing police capacity to support its launch in the first quarter of 2007. The standing police capacity will be based in New York for the first year of operations. It will then be relocated to the Untied Nations Logistics Base at Brindisi, Italy, to maximize efficiency with regard to travel needs. A comprehensive review of the standing police capacity is scheduled.	101
26.	**Propose to the Special Committee a United Nations formed police unit policy and doctrine on the roles, responsibilities and anticipated tasks of these units** A comprehensive policy on the functions and organization of formed police units in peace operations was completed in September 2006, in consultation with all field missions that have police components, regional and international organizations (the African Union, the European Union, academic and peacekeeping training institutes and the Office of the United Nations High Commissioner for Human Rights) The policy was promulgated to all peace operations for implementation on 9 November 2006 and provided to the Special Committee at an informal briefing on 7 December 2006.	102
E.	**Mission leadership**	
27.	**Publish a policy directive for the appointment of senior leaders, including detailed job descriptions and required expertise, as indicated in A/60/640, paragraph 38** Further to the Secretary-General's Policy Committee meeting in May 2006, the senior leadership appointment policy has been amended in consultation with the Office of Legal Affairs and the Office of Human Resources Management and resubmitted to the Policy Committee for final approval and promulgation. The process of establishing job profiles outlining the experience and expertise required for senior	103

		Paragraph in A/60/19[1]
	positions is under way. The Department of Peacekeeping Operations is establishing a dedicated capacity to support the mechanisms and processes outlined in the Department's policy, including the executive search and targeted recruitment and management of senior leadership positions in the field. The Personnel Management and Support Service is also charged with fostering and sustaining viable partnerships with United Nations agencies, funds and programmes, Member States and professional organizations to support the rostering of highly qualified leaders for field operations.	
28.	**Make the United Nations Senior Mission Leaders Course and Senior Leadership Induction Programme mandatory for all senior mission leaders** The Senior Leadership Induction Programme is mandatory for all staff appointed to positions in field missions at the D-2 level and above. The Senior Mission Leaders Course is not mandatory, but Member States are strongly encouraged to nominate candidates for the course who will be available to serve on future mission assignments.	104
F.	**Doctrine and terminology**	
29.	**Provide an interim glossary of terminology to be used during the further development of doctrine** The Secretariat has produced a glossary providing a review of the use of 19 core terms of peacekeeping, and made it available to Member States at its briefing on the development of doctrine in November 2006. An indication of the use of terms in current United Nations peacekeeping doctrine will be contained in the "capstone principles" document as an annex.	37 and 109
30.	**Develop a report articulating guiding principles, core tasks and lessons learned. Provide an initial briefing in mid-2006** A paper is being developed within the Department of Peacekeeping Operations and will be circulated for discussion in expert-level workshops and among Member State constituencies during 2006 and 2007, with a view to finalizing it in mid-2007. An informal briefing on the progress in establishing a United Nations peacekeeping guidance framework was held on 9 November 2006. An inventory of materials was made available at that time.	110
G.	**Other issues**	
31.	**In consultation with troop-contributing countries, conduct a comprehensive review of the operational capacities of United Nations military observers, in the light of the Office of Internal Oversight Services review (A/59/764)** The Department of Peacekeeping Operations is currently in the process of implementing recommendations contained in the report of the Office of Internal Oversight Services. Simultaneously, the Department continues to evaluate the efficiency and effectiveness of the military component of its peacekeeping missions, including the military observer component. Once sufficient information for a new review has been obtained, validated and assessed, troop-contributing countries will be consulted on this issue. The aim of a future review should be to enhance the	112

	Paragraph in A/60/19[1]
efficiency, effectiveness and safety of United Nations military observers, and should take into consideration evolving doctrine on peacekeeping.	
V. Strategies for complex peacekeeping operations	
A. General	
32. Develop coherent operational strategies and early integrated mission planning together with relevant actors within and outside the United Nations system on the basis of lessons learned See section IV.B above and recommendation 33 below.	113
33. Strengthen cooperation and coordination of comprehensive strategies during the post-conflict peacebuilding phase among United Nations actors and with Bretton Woods institutions, donors, humanitarian organizations, non-governmental organizations, civil society, the business community, etc. New guidance was issued in September 2006 to strengthen coordination of integrated missions with humanitarian and development actors. The Department of Peacekeeping Operations is keenly aware of the importance of engaging with international finance institutions, particularly the World Bank. A series of reciprocal briefings has expanded dialogue between the Department and the World Bank on key policy issues, and World Bank participation, for the first time, in a multidisciplinary assessment mission (in Timor-Leste) is a welcome step towards early alignment and coordination. Joint operational initiatives in Liberia and Haiti are under way to support early job creation and infrastructure development.	114
B. Disarmament, demobilization and reintegration	
34. Identify the additional resources needed in the area of disarmament, demobilization and reintegration (DDR) In its resolution 59/296, the General Assembly decided to include funding for DDR (including a reinsertion period of up to 12 months) from the assessed budget for peacekeeping operations. This expansion of funding is a major contribution that lays the foundation for planning and resource mobilization of voluntary contributions for reintegration. Reintegration activities, however, continue to depend on voluntary contributions, which are sometimes not sufficient to prevent gaps in DDR programmes.	118
35. Regularly update and expand integrated DDR standards. Undertake a review of the lessons learned from the trials to apply integrated DDR standards in two peacekeeping operations and inform Member States of the outcome of the review (a) The first edition of the *Integrated Disarmament, Demobilization and Reintegration Standards* was published and launched on 18 December 2006 along with a DDR briefing note for senior managers, an operational guide to the integrated DDR standards, and a web-based United Nations DDR Resource Centre. The roll-out of this new doctrine will take place in 2007. Following the launch, work will start to further expand DDR guidance, as well as to update the standards as feedback is received.	120 and 162

		Paragraph in A/60/19[1]
	(b) A review of the lessons learned from the integrated Department of Peacekeeping Operations/United Nations Development Programme (UNDP) DDR units in the United Nations Stabilization Mission in Haiti (MINUSTAH) and UNMIS will take place during the first half of 2007.	
36.	**The report of the Secretary-General on DDR (A/60/705) to be considered at the Special Committee's next session. The Secretariat to use an inter-agency forum to bolster headquarters support for DDR programmes** The report of the Secretary-General on DDR was jointly drafted and approved by the members of the Inter-Agency Working Group on DDR. The Working Group has been an effective forum for policy development, doctrine testing, joint training and overall information-sharing on DDR issues. Nevertheless, there are limits to the Working Group's ability to provide support to operational programmes in the field: not all members of the Working Group have a field presence at the country level, and those that do have a field presence do not have a direct management link to programmes in the field. Cooperation on operational programmes tends to be among those Working Group members with operational capacities: the Department of Peacekeeping Operations, the United Nations Children's Fund and UNDP participated in the integrated DDR units in Haiti and the Sudan.	121 and 162
37.	**Continue to work with relevant United Nations agencies and national and regional training institutions regarding DDR, in line with the new *Integrated Disarmament, Demobilization and Reintegration Standards*** The Inter-Agency Working Group on DDR continues to meet on a bi-weekly basis to develop the *Integrated Disarmament, Demobilization and Reintegration Standards* and to coordinate their roll-out to the field. On the encouragement of the Department of Peacekeeping Operations, 10 national and regional training institutions have formed the Integrated DDR Training Group, which has committed itself to basing all DDR training on the integrated standards.	162
C.	**Security sector reform**	
38.	**Conduct a process of joint policymaking on security sector reform best practices, bearing in mind the distinctive competencies of the United Nations, and those of other partners, and recognizing the linkages with DDR** (a) In September 2006 the Department of Peacekeeping Operations and UNDP initiated an independent stock-taking review of United Nations capacities in security sector reform in post-conflict situations, which includes (i) a desk review of overall United Nations capacity, (ii) case studies of United Nations experience in four peacekeeping operations (MONUC, the United Nations Operation in Burundi (ONUB), the United Nations Interim Administration Mission in Kosovo and the United Nations Stabilization Mission in Haiti (MINUSTAH)) and (iii) an evaluation report identifying challenges, opportunities and best practices for the United Nations in developing a coordinated security sector reform approach. A parallel study of the linkage between security sector reform and DDR in post-conflict contexts has been commissioned to determine how best these complementary processes can be coordinated.	123

	Paragraph in A/60/19[1]
(b) The Department of Peacekeeping Operations is leading an inter-agency working group to examine options for a coordinated United Nations approach to security sector reform to submit for consideration by the Secretary-General and his Policy Committee in early 2007. The working group will, inter alia, explore areas in which the United Nations is best placed to contribute, roles and responsibilities of United Nations actors and how strategic and operational coordination on security sector reform can be enhanced.	
D. Rule of law	
39. Provide an assessment on lessons learned in regard to strategies in the field of rule of law for United Nations peacekeeping operations, and on the need for human and material resources to support United Nations peacekeeping activities in the judicial, legal and prison spheres (a) The Department of Peacekeeping Operations has completed lessons-learned studies in two areas relating to the rule of law — judicial and legal systems, and prison systems. Those studies analyse the efforts of peace operations to support host countries in strengthening their judicial, legal and prison systems. They show that host-country ownership and commitment to the reform process are essential. The studies are available on the Peacekeeping Best Practices website (http://www.un.org/Depts/dpko/lessons/). The Police Division will commission the preparation of a comprehensive report that will review the role, capacities and obligations of the police components of peace operations. Emphasis will be placed on lessons learned in relation to their mandated activities and identify ways to bolster the United Nations efforts in this regard and resources that are needed. (b) The Department of Peacekeeping Operations is in the process of assessing the needs for material and human resources for United Nations efforts to support host countries in strengthening their judicial, legal and prison systems in consultation with other sections of the Department and United Nations partners and will be preparing a paper in this regard. The assessment is taking place as part of a system-wide effort to clarify roles and responsibilities of the United Nations system in support of the rule of law, as reflected in the report of the Secretary-General (A/61/636-S/2006/980).	126
E. Gender	
40. Elaborate a comprehensive policy on gender mainstreaming in United Nations peacekeeping operations. Hold workshops in field operations similar to those conducted at Headquarters to design an action plan for the implementation of Security Council resolution 1325 (2000) within the Department of Peacekeeping Operations A policy directive on gender equality in peacekeeping was adopted on 3 November 2006 and transmitted to missions and Member States. To collect lessons learned with a view to developing a template for the design of mission action plans, the Gender Adviser is conducting consultations with national and international stakeholders and civil society in host countries.	130

	Paragraph in A/60/19[1]
41. Provide information for national-level efforts to implement resolution 1325 (2000) and identify best practices for enhancing the deployment of more female peacekeeping personnel	131
(a) Through the gender funding facility, the Department of Peacekeeping Operations is continuing its support for capacity development projects at the field level by providing funding to gender advisers for the development and management of projects and partnerships with national Government counterparts, local women's organizations and United Nations partners.	
(b) The Department of Peacekeeping Operations is both carrying out advocacy work on the implementation of resolution 1325 (2000) and engaging Member States in implementing the recommendations of the troop-contributing countries policy dialogue conducted in March 2006, pertaining to increased deployment of female peacekeeping personnel.	
F. HIV/AIDS	
42. Ensure that all missions have sufficient voluntary HIV counselling and testing capacity for all United Nations peacekeeping personnel	133
Missions have conducted training of HIV counsellors in MONUC, ONUB, MINUSTAH, UNMIS and UNOCI, bringing in external expertise when required. The training included mission staff and personnel from troop- and police-contributing countries. Lack of HIV counselling capacity in troop-contributing countries and the turnover of those trained continue to be a major challenge. Troop contributors should ensure that at least two members of each battalion are trained to become peer educators and HIV counsellors. It cannot be assumed that medical personnel have this skill, and there is therefore a need for specialized, dedicated training prior to deployment. The Department of Peacekeeping Operations and the Joint United Nations Programme on HIV/AIDS (UNAIDS) urge troop-contributing countries to inform them well in advance if United Nations assistance in building such a capacity is needed. UNAIDS has specific programmes and guidelines that can be shared. Troop- and police-contributing countries are further urged to continue to take advantage of those who have been trained while deployed on mission, maximizing the impact after their return home and in future pre-deployment preparations.	
G. Public information	
43. Improve public information and outreach to local populations, in terms of transparent information about the mandate, activities and development of United Nations peacekeeping operations	134
During 2006, the Department of Peacekeeping Operations increased its outreach and representational activities and strengthened its support for public information components of peacekeeping operations:	
(a) The Department intensified its relations with the media. It responded to a large number of media requests for comment, and the Department's leadership met regularly with editorial board members, news editors and other opinion makers. Officials briefed the press at Headquarters on a regular basis. The Department has also facilitated several visits by the media to peacekeeping mission areas;	

	Paragraph in A/60/19[1]
(b) The Department adopted two new standard operating procedures on public information: for the issuance of statements to the press and for public information activities related to sexual exploitation and abuse. The procedures provide guidance to staff at Headquarters and in the field on interaction with the media;	
(c) Within the framework of the annual training for field-based public information officers, the Department of Peacekeeping Operations and the Department of Public Information co-sponsored a meeting of the chiefs of public information of peacekeeping missions in April 2006. The meeting provided, inter alia, practical training in key skills and topics of concern to information managers in running a public information office (e.g., budgeting, planning, staffing and communication strategies);	
(d) In order to increase and enhance public outreach to local communities and troop-contributing countries, the Department of Peacekeeping Operations has worked closely with the Department of Public Information on a number of new external publicity initiatives, including "Peacekeeping matters" — a strategic outreach and public information campaign targeting a young United States audience — and a pro bono agreement with the non-governmental organization Afropop, which will provide music programming for a number of the United Nations radio stations in Africa.	
VI. Cooperation with troop-contributing countries	
44. Consult with troop-contributing countries before any drawdown or change in tasks, mission-specific rules of engagement, operational concepts or command and control structure that have an impact on the personnel, equipment, training and logistics requirements	139
The Department of Peacekeeping Operations interacts regularly with troop-contributing countries in a structured format at various phases of mission planning and implementation. Consultations are scheduled (a) concurrent with reports of the Secretary-General, (b) whenever a mission undergoes a change in size, (c) when there is a change in the force requirement and (d) whenever there is a periodic review.	
VII. Enhancement of African peacekeeping capabilities	
45. Create dedicated support capacity for the enhancement of African peacekeeping capacities. Explore the possibility of developing it into a focal point for all contacts between the Department of Peacekeeping Operations and regional arrangements	143
The General Assembly approved resources for the establishment of the African Union (AU) Peace Support Team, a dedicated capacity within the Department of Peacekeeping Operations tasked with providing technical support to AU in developing Secretariat capacity to manage and support peacekeeping operations. The Peace Support Team will be led by a small presence at New York Headquarters and a larger component based in Addis Ababa and will be responsible for implementing the joint action plan agreed between the Department and the AU Peace Support Operations Division in September 2006. The Peace Support Team is currently under the overall direction of the Department's Office of Operations. The Addis Ababa component will comprise experts in areas identified by AU, including military, police, logistical and financial matters, as well as communication and information systems. Recruitment	

		Paragraph in A/60/19[1]
	will be completed by the end of 2006. The Peace Support Team will work closely with other regional arrangements, as appropriate, in implementing capacity-building assistance. The question of a dedicated focal point for all peacekeeping partners is being explored as part of the peacekeeping agenda.	
46.	**Strengthen operational linkages and partnership with regional arrangements** The Department of Peacekeeping Operations continues to develop operational linkages with regional arrangements at Headquarters and in the field. The United Nations Assistance Cell in Addis Ababa continues to provide support to AU headquarters for AMIS. The Department, together with AU and relevant regional entities, will undertake an after-action review of coordination in AMIS in early 2007. The Department works closely with the European Union (EU) in a number of peacekeeping operations, particularly in the Democratic Republic of the Congo, where EUFOR was deployed in support of MONUC and the Democratic Republic of the Congo authorities during the 2006 elections. The Department initiated a joint after-action review of the planning of EUFOR in the Democratic Republic of the Congo in order to identify best practices on United Nations/EU coordination and operational cooperation and is pursuing a number of follow-on activities, including education days to increase knowledge of respective planning processes and developing coordination tools as appropriate. Cooperation in training initiatives is also under way with AU, the Economic Community of West African States and EU (regarding cooperation with AU, see also recommendation 45 above).	145
VIII. Cooperation with regional arrangements		
47.	**Develop modalities for the use of regional capacities for enhanced rapidly deployable capacities with regional arrangements, including provisions for early warning and a smooth transition from one operation to another** Modalities have been developed during planning for the engagement of EUFOR in the Democratic Republic of the Congo in support of MONUC. A joint after-action review process between the Department of Peacekeeping Operations and EU was completed, which enabled both parties to review and develop their internal decision-making processes.	148
IX. Best practices		
48.	**Ensure adequate and predictable funding for the Peacekeeping Best Practices Section** A total of nine new posts were requested for the Peacekeeping Best Practices Section in the context of the proposals for the support account budget for 2006/07 (see A/60/727, paras. 60-87). Following consideration by the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee, a total of six posts were approved by the General Assembly, including two DDR positions (P-5 and P-3), a Policy Coordinator (P-4), a Gender Officer (P-3), a Coordination Officer (P-3) and one General Service position. The Section still has limited capacity in several areas. The level of the Gender Adviser post has proved not to be senior enough. The Section also remains handicapped by a lack of capacity in the area of child protection.	152

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X.	**Training**	
49.	**Provide full details on the proposal to establish a training recognition board to recognize troop-contributing countries' military and police training courses**	157
	A policy paper on training recognition will establish a training recognition board and a framework to examine and approve Member States' courses for United Nations certification of compliance with the United Nations Standardized Generic Training Modules. The paper will be reviewed by the Training Monitoring Committee on 16 February 2007 and submitted to the Under-Secretary-General for his approval by 19 March 2007. Presentation to the Special Committee will subsequently be scheduled.	
50.	**Keep Member States informed of, and enable them to contribute to, the ongoing development and roles of the Integrated Training Service**	159
	Provide further details on the Integrated Training Service Training Delivery Section, in particular on the proposal to locate an integrated training team at the United Nations Logistics Base at Brindisi, Italy	160
	The Integrated Training Service maintains ongoing bilateral contact with Member States and provided an informal briefing on its activities to the Special Committee on 28 November 2006.	
51.	**Develop a comprehensive gender training strategy that will support effective usage of existing training material and reinforce gender training capacity. Ensure the input of gender expertise in the Integrated Training Service to coordinate that effort**	163
	The Department of Peacekeeping Operations has requested donor support for the recruitment of a full-time Gender Training Officer, to be based within the Integrated Training Service, who will support the development of gender training strategies in all missions, including through training-of-trainers workshops.	
52.	**Hold a meeting of experts from Member States to review current United Nations peacekeeping publications with a view to prioritizing their translation for use by United Nations peacekeeping personnel in field missions. Submit the findings, and any associated resource requirements, to the General Assembly for its consideration**	166
	Initial efforts are under way to review existing publications and prepare for a meeting with representatives of the Special Committee, with the aim of reviewing existing publications, deciding which training publications are to be reviewed annually and determining translation priorities.	
XI.	**Personnel**	
53.	**Report on progress on the provision of timely civilian capabilities for United Nations peacekeeping operations, including an assessment of the best modalities that would ensure their timely deployment**	167
	(a) The establishment of a standing capacity of 2,500 civilian career peacekeepers, as proposed in the report of the Secretary-General on reforming the	

		Paragraph in A/60/19[1]
	Field Service category: investing in meeting the human resources requirements of United Nations peace operations in the twenty-first century (A/61/255/Add.1 and Corr.1), would enable the timely provision of civilian capabilities. Those career peacekeepers (see also recommendation 55 below) would have contracts that are not limited to service at any specific mission, and would be subject to rotation and rapid deployment at any time. These arrangements are intended to ensure that the Organization is able to retain the skills and experience acquired by staff, to meet baseline human resources requirements in field missions and to respond to rapid deployment requirements and global priorities in a timely manner. (b) In May 2006, the Roster and Outreach Unit was established within the Personnel Management and Support Service of the Department of Peacekeeping Operations, to enable a dedicated effort to develop rosters of highly qualified candidates, and thereby reduce delays in deployment. The Unit's outreach activities are designed to attract highly qualified candidates in occupational groups for which shortfalls are being experienced, to meet specific language requirements and to improve gender and geographical representation. (c) In addition, as mandated by the General Assembly in its resolution 59/296, the Galaxy website for the advertisement of vacancies in United Nations field missions has been redesigned to identify at all times the post levels and locations of existing vacancies and to allow candidates to express their preferences as to where they would like to serve.	
54.	**Continue efforts in accordance with General Assembly resolutions to address the current imbalance of geographic representation, gender distribution and representation of unrepresented and underrepresented Member States** (a) The standard operating procedures recently developed by the Personnel Management and Support Service on the recruitment and selection processes for field missions have formalized the requirement that mission programme managers give due regard to both gender balance and geographical diversity when making decisions on staff selection. (b) The Personnel Management and Support Service identifies candidates by gender and nationality and monitors progress made by each peace operation on the enhancement of geographical and gender representation. (c) Furthermore, the Personnel Management and Support Service will develop human resources action plans for United Nations peacekeeping operations. The action plans will include measures to improve gender and geographical representation, especially at senior levels. Additionally, the establishment of the Senior Leadership Section within the Personnel Management and Support Service will contribute to addressing the need to take gender and geography into account in the filling of senior leadership positions in the field.	169
55.	**Civilian staff in the Department of Peacekeeping Operations must have predictable career prospects, as should most of the Professional civilian staff in United Nations peacekeeping operations who are currently on appointments of limited duration. Undertake an examination of challenges in establishing such a career structure for civilian staff and offer proposals for overcoming them at the next session**	170

	Paragraph in A/60/19[1]
(a) To improve the ability of the United Nations to meet its mandate to recruit and retain highly qualified staff for peacekeeping operations, the report of the Secretary-General on reforming the Field Service category (A/61/255/Add.1 and Corr.1) proposes the establishment of a standing capacity of 2,500 civilian career peacekeepers performing critical functions in both the Professional and Field Service categories to meet baseline peacekeeping needs. The Secretary-General's proposals are before the General Assembly at its sixty-first session. A career development framework and strategies are being formulated, including targeted training and development opportunities to build and maintain the professional qualifications and experience of the career cadre. (b) In recognition of the Organization's need for an integrated, field-oriented and global workforce, the Secretary-General's human resources reform proposals further seek the General Assembly's approval of simplified and streamlined contractual arrangements and harmonized conditions of service, which will better serve operational requirements, as well as achieve fairness and consistency in the treatment of staff, including staff serving in peace operations.	
56. Ensure fair representation of troop-contributing countries when selecting personnel for the Department of Peacekeeping Operations and field staff positions (a) The primary consideration in Department of Peacekeeping Operations staff recruitment remains that of ensuring the highest standards of efficiency, competence and integrity, with due regard to the principle of equitable geographical distribution, in accordance with Article 101, paragraph 3, of the Charter of the United Nations. While the majority of posts in the Department are funded from the peacekeeping support account, and are therefore not governed by the system of desirable ranges, due regard is given to the importance of recruiting on a wide geographic basis. (b) During 2006, up to 20 November, a total of 63 external candidates were selected for Professional positions at United Nations Headquarters. Of these, 13 were from the top 10 and 24 from the top 20 contributors. (c) With regard to recruitment and selection processes for field missions, standard operating procedures recently developed by the Personnel Management and Support Service have formalized the requirement that mission programme managers give priority consideration to the representation of troop-contributing countries in the selection of staff. In line with the procedures, when candidates are equally qualified, appropriate representation of troop- and police-contributing countries should be considered in the selection of candidates for field missions.	171
57. Explore the possibility of upgrading the status of military and police advisers to the level of Assistant Secretary-General The proposal is under review by the Department of Peacekeeping Operations as part of the peacekeeping reform agenda.	172

		Paragraph in A/60/19[1]
58.	**Ensure consistency with the United Nations principle of equal and balanced use of working languages in its training and recruitment processes** The Department of Peacekeeping Operations is undertaking efforts to ensure consistency with the United Nations principle of equal and balanced use of working languages: (a) Efforts are under way to review existing publications and priorities for translation in consultation with the International Organization of la Francophonie (see recommendation 52 above); (b) The Integrated Training Section faces a high demand for training conducted in English. However, for training audiences that do not speak English, interpreters are used as an integral part of the training. Additionally, upon the request of a Member State, French-speaking training staff from the Section can deliver the training, assisted by francophone United Nations Training Assistance Team personnel; (c) With regard to recruitment processes, the selection of staff members performing recruitment and outreach functions in the Personnel Management and Support Service has taken into account the need to ensure overall coverage of the official languages of the United Nations. Staff members of that Service currently possess language skills in five of the six official languages, with special emphasis on English and French, the working languages of the Secretariat. Vacancy announcements are being translated into French, and preliminary telephone assessments with candidates are being conducted in both working languages of the Secretariat.	173
59.	**Inform the General Assembly of the finding that the status of United Nations staff officers should remain unchanged with changes to support arrangements if necessary, and implement the finding as soon as is practical** The General Assembly was informed of the recommendations of the Department of Peacekeeping Operations working group on conditions of service of staff officers through the report of the Secretary-General on the overview of the financing of the United Nations peacekeeping operations: budget performance for the period 1 July 2004 to 30 June 2005 and budget for the period 1 July 2006 to 30 June 2007 (A/60/696). The General Assembly is expected to consider the report during the resumed part of its sixty-first session.	175
60.	**Improve the claims process for death and disability** The policy and procedures governing compensation for service-incurred death, illness or injury of military contingent personnel were described in the Secretary-General's 1997 report on death and disability benefits (A/52/369) and were approved by the General Assembly in its resolution 52/177; they can be found in staff rules 106.4, 206.5 and 306.4 and appendix D to the Staff Rules.	176

	Paragraph in A/60/19[1]
XII. Financial matters	
61. Look into practical modalities to address the fact that some contributors have not yet been reimbursed for their participation in various ongoing and closed missions, and to inform Member States at the earliest Reimbursements of liabilities to troop contributors in closed missions have not been made due to the lack of cash in specific missions' special accounts, owing to outstanding assessed contributions. The issue of outstanding troop liabilities in closed missions is addressed in the proposal for the consolidation of peacekeeping accounts that was submitted for consideration of the General Assembly at the resumed part of its sixtieth session. The Assembly, however, deferred consideration of the consolidation issue to the sixty-first session.	179
62. The planning of a new mission must take into account a strategy for mission completion. The size of a mission must be adjusted in line with the gradual fulfilment of its mandate. Periodic reviews should be undertaken to ensure that the activities of each mission are implemented effectively and efficiently (a) With a view to ensuring effective peacekeeping and sustainable peace upon the withdrawal of peacekeeping forces, United Nations integrated mission planning processes are informed by the report of the Secretary-General entitled "No exit without strategy", which argues that a domestic peace is sustainable "when the natural conflicts of society can be resolved peacefully through the exercise of State sovereignty and, generally, participatory governance" (S/2001/394, para. 10). To this end, the planning of integrated missions includes areas such as the rule of law, DDR, security sector reform and election monitoring. The integrated planning process for a possible peacekeeping mission in Darfur, for example, considered that the mission's completion would require that responsibility for security and protection be transferred to national security forces, and that rule of law institutions, including the police, operate according to international standards of human rights. At the same time, planning foresaw that the mission's exit would be determined by the implementation of the Darfur Peace Agreement, including the establishment of the political and economic governance institutions envisaged by the Agreement's power-sharing and wealth-sharing chapters. (b) With regard to existing operations, missions — as part of the formulation of proposed budgets — annually review staffing and other requirements on the basis of current mandated activities and expected achievements and outputs during the period to ensure effective and efficient utilization of appropriated resources. Finance officers are included in the review of missions. Resources are adjusted as mandated activities are accomplished.	184

	Paragraph in A/60/19[1]
63. Any incident of fraud or mismanagement should be subject to investigation and due process. Those found responsible should be held accountable. Take measures to prevent such incidents and streamline procedures Valuable lessons have been learned from recent events and, as a result, a range of preventive steps have been taken within the Department: (a) A regime of mandatory ethics training has been established for staff in the Department of Peacekeeping Operations as part of an ongoing programme of management training, which will contribute to maintaining and further embedding a culture of ethical behaviour; (b) A Task Force has been established within the Department of Peacekeeping Operations to review and reform the manner in which peacekeeping procurement is managed. The Task Force will conclude its work in January 2007. It is anticipated that a range of initiatives to streamline procedures and maintain the effectiveness and efficiency of peacekeeping procurement will arise from the work of the Task Force.	186